



United States Environmental Protection Agency
Washington, DC 20460

Work Assignment

Work Assignment Number

0-4

☒ Original ☐ Amendment Number:

Contract Number
EP-W-10-002

Contract Period
Base ☒

Option Period Number

Title of Work Assignment
Lean & Environment Support

Contractor
INDUSTRIAL ECONOMICS INC.

Specify Section and Paragraph of Contract SOW

Purpose: ☒ Work Assignment Initiation ☐ Work Assignment Close-Out
☐ Work Assignment Amendment ☐ Incremental Funding
☐ Work Plan Approval

Periods of Performance

From: 03/11/10

To: 11/18/10

Comments:
Work Assignment Initiation

☐ Superfund

Accounting and Appropriations Data

☒ Non-Superfund

Line	DC (Max 5)	Budget/FYs (Max 4)	Appropriation Code (Max 6)	Budget Org/Code (Max 7)	Program Element (Max 9)	Object Class	Amount	(Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
1											
2											
3											
4											
5											

Authorized Work Assignment Ceiling

Contract Period:

Cost/Fee

LOE

Previously Approved

This Action

Total

\$0.00

714

Work Plan / Cost Estimate Approvals

Contractor WP Dated :

Cost/Fee:

LOE:

Cumulative Approved:

Cost/Fee: \$0.00

LOE: 714

Work Assignment Manager Name

CHRISTOPHER REED

Branch/Mail Code 1807T

Phone Number 202-566-0606

Fax Number

(Signature)

(Date)

Project Officer Name

CATHERINE J. TURNER

Branch/Mail Code 1805T

Phone Number 202-566-0951

Fax Number 202-566-3001

(Signature)

(Date)

Other Agency Official Name

Branch/Mail Code

Phone Number

Fax Number

(Signature)

(Date)

Contracting Official Name

BRADLEY R. AUSTIN

Branch/Mail Code 3803R

Phone Number 202-564-5574

Fax Number 202-565-2560

(Signature)

(Date)

Contractor Acknowledgement of Receipt and Approval of Workplan (Signature and Title)

Date

Lean & Environment Support

Contract: EP-W-10-002, Work Assignment: 0-4

Summary Information

Title: Lean & Environment Support
Period of Performance: From: 03/11/10
To: 11/18/10
Award Date: 03/11/10
Total Funding:

Procurement Management Roles

WORK ASSIGNMENT MANAGER:

U.S. E.P.A.
Attn: CHRISTOPHER REED
1200 PENNSYLVANIA AVE, NW
WASHINGTON, DC 20460

Mail Code: 1807T
Phone Number: 202-566-0606
Fax Number:
E-Mail Address: reed.chris@epa.gov

Attachments

Attachment Name

Statement of Work

Statement of Work

Contract: EP-W-10-002, Work Assignment: 0-4

Work Assignment SOW

Title: Lean & Environment Support

Contractor: IEc, Inc.

Contract No.: EP-W-10-002

Work Assignment Number: 0-4

Estimated Period of Performance: Date of issuance to 11/18/10

Key EPA Personnel:

Work Assignment COR (WA COR):

Christopher Reed
OPEI (1807T)
202/566-0606
202/566-2200 (fax)

Contract Level COR:

Cathy Turner
CMG/OPEI (1805T)
202/566-0940
202/566-3001 (fax)

Background and Purpose:

The purpose of this work assignment is to provide further implementation and support of tools developed under work assignments 2-46, 3-99 & 4-28 under contract EP-W-04-023. The contractor shall not duplicate work performed under these work assignments.

Under the previous work assignments, the contractor developed multiple innovative toolkits to assist industry members in streamlining their operations and improving performance in terms of energy and environmental savings. Under this work assignment, the contractor shall build upon lessons learned and assist with development of new tools in order to maintain our current forerunner status in research and development in this arena.

EPA's Lean & Environment Initiative began in 2003 and is currently the preeminent source of information for companies looking to integrate environmental considerations into their preexisting lean programs. Over the past seven years, we distributed over 5,000 publications across the country and had materials republished or quoted on five continents.

Quality Assurance (QA) Requirements

Check ☐ Yes or ☒ **NO**, if the following statement is true or false. The Contractor shall submit a written Quality Assurance Project Plan for any project that is developing environmental measurements or a Quality

Statement of Work

Contract: EP-W-10-002, Wor. Assignment: 0-4

Assurance Supplement to the Quality Management Plan for any project which generates environmental data using models with their technical proposal.

Work Assignment CORs will provide additional information here, if **Yes** is checked above

No environmental data will be collected for this work assignment. All data will be related to lean manufacturing, how it applies to facilities and what we can do to integrate environmental ideas into what they are already doing. No modeling will be done.

Tasks and Deliverables:

The WA COR will review all deliverables in draft form and provide revisions and/or comments to the contractor. The contractor shall prepare the final deliverables incorporating the WA COR's comments.

Contractor personnel shall at all times identify themselves as Contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

Task 1 - Prepare Workplan

The contractor shall prepare a workplan within 15 calendar days of receipt of a work assignment signed by the Contracting Officer. The workplan shall outline, describe and include the technical approach, resources, timeline and due dates for deliverables, a detailed cost estimate by task and a staffing plan. The WA COR, Contract Level COR and the CO will review the workplan. However, only the CO can approve/disapprove the workplan. The contractor shall prepare a revised workplan incorporating the Contracting Officer's comments, if required.

1a. Workplan within 15 calendar days of receipt of work assignment.

1b. Revised workplan within 3 calendar days of receipt of comments from the Contracting Officer, if required.

Task 2 - Support Lean & Environment Research

[Element 1: Planning and Management Support, page 4-8 of SOW]

The contractor shall support efforts of the Lean & Environment Initiative through continued research, outreach and communications. Tasks shall include the following:

- Development of case studies focused on documenting best practices and integration of lean manufacturing and environmental considerations. Case studies shall be developed as a result of site-visits to partner facilities, participation in lean manufacturing events, as well as phone interviews and other information-gathering activities. Approximately eight technical directives should be expected upon identification by WAM of participating organizations.
- Support EPA's outreach efforts through networking with lean manufacturing experts and associations, and supporting the website.

Statement of Work

Contract: EP-W-10-002, Work Assignment: 0-4

- Solicit and disseminate feedback on past publications and outreach efforts through surveys (under our current ICR) and data-gathering. Findings will influence revisions and drafting updated publications for print.
- Support for EPA's partnerships with lean practitioners, lean experts, consultants, publishers, industry associations and technical assistance organizations, and maintenance of this network. This may include the facilitation of a meeting of some or all of the partnerships working with EPA under this effort, at the written request of the WAM (by electronic mail).

Deliverables and schedule under Task 2

2a. Implementation and support within 14 calendar days of receipt of the WAM's written request (by electronic mail)

Task 3 - Lean & Environment Pilot Implementation and Support

[Element 2: Testing Innovations, page 9 of SOW]

The contractor shall support ongoing efforts of regional staff in the realm of lean & environment pilot project implementation. The contractor shall assist with implementation of a pilot involving the food manufacturing sector. The contractor shall conduct assessments of the companies identified by personnel in the region (via the WAM) as well as assist with logistics for an all day work shop and stakeholder sessions. The contractor shall also analyze experiences and lessons learned from the pilots. Analysis will include value stream maps as well as prioritization of cost saving opportunities. By incorporating Energy usage/reuse opportunities along with Environmental impacts in the Lean process, Lean implementers can significantly reduce costs, reduce environmental impacts and enhance competitiveness, while also achieving environmental performance goals including reduced vulnerability to energy and fuel price increases; improved environmental quality; reduced greenhouse gas emissions; and lower regulatory non-compliance risk. This has been proven to be a successful approach in New England as well as in Washington state and this pilot will incorporate lessons learned from the previous projects.

Deliverables and schedule under Task 3

- 3a. Conduct an assessment and meet with companies identified by the state to further plan the project**
- 3b. Facilitate a full day work shop for up to 20 incumbent workers at the identified facility (company will provide the venue)**
- 3c. Create current and future state value stream maps, prioritized list of high impact Lean & Environment improvement opportunities and Implement kaizen event to address those opportunities**
- 3d. Create summary and final report within 14 days upon completion of pilot**

Task 4 – Development of Outreach Materials

[Element 1: Planning and Management Support, page 4-8 of SOW]

The contractor shall assist in the development of new outreach materials utilizing their graphic design expertise. Past design templates and graphics will be used in the new outreach materials. Current projects in need of graphics assistance are revisions to the Lean & Energy Toolkit and design of banners to be used at outreach events.

Deliverables and schedule under Task 3

4a. Incorporation of new text into the Lean & Energy Toolkit within 14 days of receipt from WAM

Statement of Work

Contract: EP-W-10-002, Work Assignment: 0-4

4b. General support in developing backdrops and banners for exhibit space with minimum 7 day advance notice from WAM

Summary of Deliverables and Dates:

1a. Workplan within 15 calendar days of receipt of work assignment.

1b. Revised workplan within 3 calendar days of receipt of comments from the, if required.

2a. Implementation and support within 14 calendar days of receipt of the WAM's written request (by electronic mail)

3a. Conduct an assessment and meet with companies identified by the state to further plan the project

3b. Facilitate a full day work shop for up to 20 incumbent workers at the identified facility (company will provide the venue)

3c. Create current and future state value stream maps, prioritized list of high impact Lean & Environment improvement opportunities and Implement kaizen event to address those opportunities

3d. Create summary and final report within 14 days upon completion of pilot

4a. Incorporation of new text into the Lean & Energy Toolkit within 14 days of receipt from WAM

4b. General support in developing backdrops and banners for exhibit space with minimum 7 day advance notice from WAM.

United States Environmental Protection Agency
Washington, DC 20460**Work Assignment**

Work Assignment Number

0-4

☐ Original ☒ Amendment Number: 1Contract Number
EP-W-10-002

Contract Period

Base ☒

Option Period Number

Title of Work Assignment
Learn & Environment SupportContractor
INDUSTRIAL ECONOMICS INC.

Specify Section and Paragraph of Contract SOW

Purpose: ☐ Work Assignment Initiation ☐ Work Assignment Close-Out☒ Work Assignment Amendment ☐ Incremental Funding☒ Work Plan Approval

Periods of Performance

From: 03/11/10

To: 11/18/10

Comments:

The purpose of this amendment is to approve the contractor's work plan dated April 2, 2010.

☐ Superfund**Accounting and Appropriations Data**☒ Non-Superfund

Line	DC (Max 5)	Budget/FYs (Max 4)	Appropriation Code (Max 6)	Budget Org/Code (Max 7)	Program Element (Max 8)	Object Class	Amount	(Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
1											
2											
3											
4											
5											

Authorized Work Assignment Ceiling

Contract Period:

Cost/Fee

LOE

Previously Approved

\$0.00

714

This Action

\$69,806.60

(280)

Total

\$69,806.60

434

Work Plan / Cost Estimate Approvals

Contractor WP Dated: 04/02/10

Cost/Fee: \$69,806.60

LOE: 434

Cumulative Approved:

Cost/Fee: \$69,806.60

LOE: 434

Work Assignment Manager Name

Branch/Mail Code 1807T

CHRISTOPHER REED

Phone Number 202-566-0606

(Signature)

(Date)

Fax Number

Project Officer Name

Branch/Mail Code 1805T

CATHERINE J. TURNER

Phone Number 202-566-0951

(Signature)

(Date)

Fax Number 202-566-3001

Other Agency Official Name

Branch/Mail Code

Phone Number

(Signature)

(Date)

Fax Number

Contracting Official Name

Branch/Mail Code 3803R

BRADLEY R. AUSTIN

Phone Number 202-564-5574

(Signature)

(Date)

Fax Number 202-565-2560

Contractor Acknowledgement of Receipt and Approval of Workplan (Signature and Title)

Date

Lean & Environment Support

Contract: EP-W-10-002, Work Assignment: 0-4, Amendment: 0001

Summary Information

Title: Lean & Environment Support
Period of Performance: From: 03/11/10
To: 11/18/10
Award Date: 03/11/10
Total Funding:

WA Totals

The following item(s) have been added:

Category	POP	Amount
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Estimated Cost	Base Pd.	(b)(4)
Fixed Fee	Base Pd.	

WA Classification

The following changes have occurred:

The Labor Hour Ceiling has changed from 714 to 434.



United States Environmental Protection Agency
Washington, DC 20460

Work Assignment

Work Assignment Number

0-4

☐ Original ☒ Amendment Number: 2

Contract Number
EP-W-10-002

Contract Period
Base X

Option Period Number

Title of Work Assignment
Lean & Environment Support

Contractor
INDUSTRIAL ECONOMICS INC.

Specify Section and Paragraph of Contract SOW

Purpose: ☐ Work Assignment Initiation ☐ Work Assignment Close-Out
☒ Work Assignment Amendment ☐ Incremental Funding
☐ Work Plan Approval

Periods of Performance

From: 03/11/10

To: 11/18/10

Comments:

The purpose of this amendment is to increase the LOE from 435 to 499 and to request a revised cost estimate from the contractor.

☐ Superfund

Accounting and Appropriations Data

☒ Non-Superfund

Line	DC (Max 5)	Budget/FYs (Max 4)	Appropriation Code (Max 6)	Budget Org/Code (Max 7)	Program Element (Max 9)	Object Class	Amount	(Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
1											
2											
3											
4											
5											

Authorized Work Assignment Ceiling

Contract Period:	Cost/Fee	LOE
Previously Approved	\$69,806.60	434
This Action	\$0.00	65
Total	\$69,806.60	499

Work Plan / Cost Estimate Approvals

Contractor WP Dated:	Cost/Fee:	LOE:
Cumulative Approved:	Cost/Fee: \$69,806.60	LOE: 499

Work Assignment Manager Name

CHRISTOPHER REED

(Signature)

(Date)

Branch/Mail Code 1807T

Phone Number 202-566-0606

Fax Number

Project Officer Name

CATHERINE J. TURNER

(Signature)

(Date)

Branch/Mail Code 1805T

Phone Number 202-566-0951

Fax Number 202-566-3001

Other Agency Official Name

Branch/Mail Code

Phone Number

Fax Number

Contracting Official Name

BRADLEY R. AUSTIN

(Signature)

(Date)

Branch/Mail Code 3803R

Phone Number 202-564-5574

Fax Number 202-565-2560

Contractor Acknowledgement of Receipt and Approval of Workplan (Signature and Title)

Date

Lean & Environment Support

Contract: EP-W-10-002, Work Assignment: 0-4, Amendment: 0002

Summary Information

Title: Lean & Environment Support
Period of Performance: From: 03/11/10
To: 11/18/10
Award Date: 03/11/10
Total Funding:

Attachments

The following item(s) have been added:

Attachment Name

Additional Work Under Task 2

WA Classification

The following changes have occurred:

The Labor Hour Ceiling has changed from 434 to 499.

Additional Work Under Task 2

Contract: EP-W-10-002, Work Assignment: 0-4, Amendment: 0002

Additional Work Under Task 2

The purpose of this amendment is to add LOE of 65 hours to the above task under work assignment 0-4. The creation of tools to assist our partners has become a much larger task than was first envisioned. As Lean and the Environment is a growing field with increasing visibility and volume of resources, more emphasis is needed on the research that is put into documents and outreach material. This will help create a comprehensive product for our constituents.

Unit:
U.S. Environmental Protection Agency
Washington, DC 20460Work Assignment Number:
0-4**Work Assignment**☐ Original ☒ Amendment Number: 3Contract Number:
EP-W-10-002Contract Period:
Base ☒ Option Period NumberTitle of Work Assignment:
Lean & Environment SupportContractor:
INDUSTRIAL ECONOMICS INC.

Specify Section and Paragraph of Contract SOW

Purpose: ☐ Work Assignment Initiation ☐ Work Assignment Close-Out
☒ Work Assignment Amendment ☐ Incremental Funding
☒ Work Plan ApprovalPeriods of Performance:
From: 03/11/10 To: 11/18/10Comments:
The purpose of this amendment is to approve the contractor's work plan dated May 18, 2010.☐ Superfund**Accounting and Appropriations Data**☒ Non-Superfund

Line	DC (Max 6)	Budget/FYs (Max 4)	Appropriation Code (Max 6)	Budget Org/Code (Max 7)	Program Element (Max 8)	Object Class	Amount	(Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
1											
2											
3											
4											
5											

Authorized Work Assignment Ceiling

Contract Period: Previously Approved	Cost/Fee: \$69,806.60	LOE: 499
This Action	\$9,155.15	0
Total	\$78,961.75	499

Work Plan / Cost Estimate Approvals

Contractor WP Dated: 05/18/10 Cost/Fee: \$9,155.15 LOE: 65

Cumulative Approved: 06/02/10 Cost/Fee: \$78,961.75 LOE: 499

Work Assignment Manager Name

Branch/Mail Code: 1807T

Phone Number: 202-566-0606

Fax Number:

(Signature)

(Date)

Project Officer Name

Branch/Mail Code: 1805T

Phone Number: 202-566-0951

Fax Number: 202-566-3001

(Signature)

(Date)

Other Agency Official Name

Branch/Mail Code:

Phone Number:

Fax Number:

(Signature)

(Date)

Contracting Official Name

Branch/Mail Code: 3803R

Phone Number: 202-564-5574

Fax Number: 202-565-2560

(Signature)

(Date)

Contractor Acknowledgement of Receipt and Approval of Workplan (Signature and Title)

Date:

Lean & Environment Support

Contract: EP-W-10-002, Work Assignment: 0-4, Amendment: 0003

Summary Information

Title: Lean & Environment Support
Period of Performance: From: 03/11/10
To: 11/18/10
Award Date: 03/11/10
Total Funding:

Procurement Management Roles

The following item(s) have been modified:

CONTRACT SPECIALIST:

U.S. E.P.A.
Attn: HILLARY A. MARSHALL
1200 PENNSYLVANIA AVE, NW
WASHINGTON, DC 20460

Date Role Ended: 06/02/10

Mail Code: 3803R
Phone Number: 202-564-3099
Fax Number:
E-Mail Address: marshall.hillary@epa.gov

The following item(s) have been added:

CONTRACT SPECIALIST:

U.S. E.P.A.
Attn: NNENNA C. NJOKU
1200 PENNSYLVANIA AVE, NW
WASHINGTON, DC 20460

Mail Code:
Phone Number: 202-564-6237
Fax Number:
E-Mail Address: njoku.nnenna@epa.gov

WA Totals

The following item(s) have been modified:

Category	POP	From	By	To
Estimated Cost	Base Pd.	(b)(4)		
Fixed Fee	Base Pd.			

United States Environmental Protection Agency
Washington, DC 20460

Work Assignment Number

0-4

Work Assignment☐ Original ☒ Amendment Number: 4Contract Number
EP-W-10-002Contract Period
Base X

Option Period Number

Title of Work Assignment
Lean & Environment SupportContractor
INDUSTRIAL ECONOMICS INC.

Specify Section and Paragraph of Contract SOW

Purpose: ☐ Work Assignment Initiation ☐ Work Assignment Close-Out
☒ Work Assignment Amendment ☐ Incremental Funding
☐ Work Plan Approval

Periods of Performance

From: 03/11/10

To: 11/18/10

Comments:

The purpose of this amendment is to increase the LOE from 499 to 832 and request a revised cost estimate from Contractor. This LOE is being added to Task 2, Support Lean & Environment Research.

☐ Superfund**Accounting and Appropriations Data**☒ Non-Superfund

Line	DC (Max 6)	Budget/FYs (Max 6)	Appropriation Code (Max 6)	Budget Org/Code (Max 7)	Program Element (Max 9)	Object Class	Amount	(Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
1											
2											
3											
4											
5											

Authorized Work Assignment Ceiling

Contract Period:	Cost/Fee	LOE
Previously Approved	\$78,961.75	499
This Action	\$0.00	333
Total	\$78,961.75	832

Work Plan / Cost Estimate Approvals

Contractor WP Dated:	Cost/Fee:	LOE:
Cumulative Approved:	Cost/Fee: \$78,961.75	LOE: 832

Work Assignment Manager Name

CHRISTOPHER REED

Branch/Mail Code 1807T

Phone Number 202-566-0606

Fax Number

(Signature)

(Date)

Project Officer Name

CATHERINE J. TURNER

Branch/Mail Code 1805T

Phone Number 202-566-0951

Fax Number 202-566-3001

(Signature)

(Date)

Other Agency Official Name

Branch/Mail Code

Phone Number

Fax Number

(Signature)

(Date)

Contracting Official Name

BRADLEY R. AUSTIN

Branch/Mail Code 3803R

Phone Number 202-564-5574

Fax Number 202-565-2560

(Signature)

(Date)

Contractor Acknowledgement of Receipt and Approval of Workplan (Signature and Title)

Date

Lean & Environment Support

Contract: EP-W-10-002, Work Assignment: 0-4, Amendment: 0004

Summary Information

Title: Lean & Environment Support
Period of Performance: From: 03/11/10
To: 11/18/10
Award Date: 03/11/10
Total Funding:

WA Classification

The following changes have occurred:

The Labor Hour Ceiling has changed from 499 to 832.



United States Environmental Protection Agency
Washington, DC 20460

Work Assignment

Work Assignment Number

0-4

☐ Original ☒ Amendment Number: 5

Title of Work Assignment

Lean & Environment Support

Contract Number
EP-W-10-002

Contract Period

Base ☒

Option Period Number

Contractor

INDUSTRIAL ECONOMICS INC.

Specify Section and Paragraph of Contract SOW

Purpose: ☐ Work Assignment Initiation ☐ Work Assignment Close-Out

☒ Work Assignment Amendment ☐ Incremental Funding

☒ Work Plan Approval

Periods of Performance

From: 03/11/10

To: 11/18/10

Comments:

The purpose of this amendment is to approve the contractor's Work Plan dated June 28, 2010.

☐ Superfund

Accounting and Appropriations Data

☒ Non-Superfund

Line	DC (Max 6)	Budget/FYs (Max 4)	Appropriation Code (Max 5)	Budget Org/Code (Max 7)	Program Element (Max 9)	Obj Class	Amount	(Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
1											
2											
3											
4											
5											

Authorized Work Assignment Ceiling

Contract Period:	Cost/Fee	LOE
Previously Approved	\$78,961.75	832
This Action	\$39,558.48	0
Total	\$118,520.23	832

Work Plan / Cost Estimate Approvals

Contractor WP Dated:	Cost/Fee: \$118,520.23	LOE: 832
Cumulative Approved:	Cost/Fee: \$118,520.23	LOE: 832

Work Assignment Manager Name

CHRISTOPHER REED

Branch/Mail Code 1807T

Phone Number 202-566-0606

Fax Number

(Signature)

(Date)

Project Officer Name

CATHERINE J. TURNER

Branch/Mail Code 1805T

Phone Number 202-566-0951

Fax Number 202-566-3001

(Signature)

(Date)

Other Agency Official Name

Branch/Mail Code

Phone Number

Fax Number

(Signature)

(Date)

Contracting Official Name

BRADLEY R. AUSTIN

Branch/Mail Code 3803R

Phone Number 202-564-5574

Fax Number 202-565-2560

(Signature)

(Date)

Contractor Acknowledgement of Receipt and Approval of Workplan (Signature and Title)

Date

Lean & Environment Support

Contract: EP-W-10-002, Work Assignment: 0-4, Amendment: 0005

Summary Information

Title: Lean & Environment Support
Period of Performance: From: 03/11/10
To: 11/18/10
Award Date: 03/11/10
Total Funding:

WA Totals

The following item(s) have been modified:

Category	POP	From	By	To
Estimated Cost	Base Pd.	(b)(4)		
Fixed Fee	Base Pd.			